

FOUO



November 2004

**UNITED STATES ARMY
SOLDIER SUPPORT INSTITUTE
ADJUTANT GENERAL SCHOOL**

**PROCESS A COMPLETED NONCOMMISSIONED
OFFICER EVALUATION REPORT**

**PRACTICAL EXERCISE 2
SUPPLEMENT**

(DO NOT WRITE IN THIS BOOKLET)

FOUO

BRIEF DATE 20100129				NAME SHIVERS, ROBERT TATE				RANK - DOR SSG 20060201				PMOS 13B				SSN 979-14-2866				COMPONENT REGULAR																							
Section I - Assignment Information								Section II - Security Data								Section III - Service Data								Section IV - Personal/Family Data																			
OVERSEAS DUTY								PSI Status: F Fld Det PS Stat: Y								BASD 20020608				PEBD 20011228				BESD				Date of Birth 19580715				Birthplace											
YR/MO RTN		CTRY		MONTH		TCS		NUMBER OF TOURS		PSI Invest INIT 19960305								ETS 20101124				DIEMS 20011228				Reenl Elig/Prohib: 10				Country of Citz US				Sex/Race MALE / BLACK									
199607		KS		24		1		SHORT 0		LONG 1		PSI Invest Compl 19860219								# Days Lost				AGCM Dt 20091201				AGCM Elig Dt 20121201				No. of Dependent Adults/Children 1 / 3				Religion METH OH							
								DROS 19960705		DEROS		Section V - Foreign Language								PVT		PV2		PFC		SPC -CPL		Marital Status MARRIED				Spouse Birthplace/Citz											
												Language				Read		Listen		Speak				DOR		19770608		19800901		19950801		20000101											
Conus departure date																DOR				SGT				SSG				SFC				MSG - 1SG				PULHES 111111				Height/Weight 70/168			
Date Dependents Arrived OS																DOR				20050701				20060201								ERMP DT				#Cmd Sponsored							
PMOS 13B /								SQI 00																																			
SMOS /								PDSI/YRMO /																																			
Bonus MOS								ASI																																			
Bonus Enlist Elig Dt																																											
Promotion Points/YRMO								DLAB								INSTITUTION DISCIPLINE								YR								Mailing Address: 51240-2 WALAPAI COURT FORT HOOD, TX 76544, US											
Prev Promotion Points/YRMO								SECTION VI - Military Education								INSTITUTION DISCIPLINE								YR								Mil Spouse SSN / MPC											
Prom Seq#				Prom Select Dt				MEL/MES ANCOC/ GRADUATE								NUMBER OF SEMESTER HOURS COMPLETED 76								Svc Comp / DoD																			
Promotion MOS								Course				YEAR				Technical Certification								Emergency Data Verified Date 20000403																			
ASVAB 17				Test # / Dt 19841001				BASIC NCO CRS (BNCOC)				1994				Course Name				Dt Certified				Dt Expires				SECTION X-Remarks															
GT		116		ELEC		113		FOOD		100		TECH		104														HIV YRMO 199607															
ADMIN		117		FA		114		COMMO		111																						RGMT AFL QM CORP											
CMBT		96		MECH		91		MAINT		96																						DATE LAST PHOTO: 200911											
Delay Separation Reason																																											
AEA / DT L /																																											
Flag Code				Flag Start Dt				Flag Expiration Dt																																			
Date of Loss								Date of Last PCS 20030613								SECTION IX - Assignment Information								Date of Last NCOER 200602																			
ASGT		FROM		MO		UNIT NO		ORGANIZATION		STATION		LOC		COMD		DUTY TITLE		DMOS		ASI		LANG																					
Current		20100102				WAGAA		Btry A, 1 st Bn, 87 th DIV		FT DRUM		NY		FC		Gunnery SGT		13B40		OO		YY																					
1 st Prev		19940701		23		WSDSA		0045CSSUPPORT GRP		CP KASEY		KS		P1		DAFC MANAGER		92G30		OO		YY																					
2 nd Prev		19910830		12		WGYHJK		0023 MP COMPANY		FT BRAGG		NC		FC		COOK		92G10		OO		YY																					

NCO EVALUATION REPORT For use of this form, see AR 623-205; the proponent agency is ODCSPER						SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX C.			
PART I - ADMINISTRATIVE DATA									
a. NAME (Last, First, Middle Initial) SHIVERS, ROBERT T.				b. SSN 979-14-2866	c. RANK SSG	d. DATE OF RANK 070201	e. PMOSC 13b3O000O		
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND Btry A, 1st Bn, 87th DIVARTY, Ft. Drum, NY 31846 FORSCOM						g. REASON FOR SUBMISSION 01 Annual			
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL	l. RATED NCO COPY (Check one and Date)		m. PSC Initials		
FROM THRU YYYY MM YYYY MM 2006 03 2007 02		12			1. Given to NCO Date		n. CMD CODE AO		
					2. Forwarded to NCO		o. PSB CODE FS17		
PART II - AUTHENTICATION									
a. NAME OF RATER (Last, First, Middle Initial) Jacobson, Lee R.				SSN 920-76-3692	SIGNATURE LEE R. JACOBSON				
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT 1SG, 13M5Z, Btry A, 1st Bn, 87th DIVARTY, Ft. Drum, NY 31846						DATE 5 Mar 07			
b. NAME OF SENIOR RATER (Last, First, Middle Initial) Larson, Kevin P.				SSN 991-33-0642	SIGNATURE KEVIN P. LARSON				
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT CPT, 13B, Btry A, 1st Bn, 87th DIVARTY, Ft. Drum, NY 31846 Company Commander						DATE 7 Mar 07			
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. I further understand my signature verifies that the administrative data in Part I, the rating officials in Part II, the duty description to include the counseling dates in Part III, and the APT and height/weight entries in Part IV are correct. I have seen the report completed through Part V, except Parts III and IV. I am aware of the appeals process of AR 623-205.				SIGNATURE ROBERT T. SHIVERS		DATE 7 Mar 07			
d. NAME OF REVIEWER (Last, First, Middle Initial) Wagner, Kenneth R.				SSN 933-60-2101	SIGNATURE KENNETH R. WAGNER				
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT LTC, FA, 1st Bn, 87th DIVARTY, Ft. Drum, NY 31846 Battalion Commander						DATE 8 Feb 07			
e. <input type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> NONCONCUR WITH RATER AND/OR SENIOR RATER EVAL (See attached comments)									
PART III - DUTY DESCRIPTION (Rater)									
a. PRINCIPAL DUTY TITLE Gunnery Sergeant				b. DUTY MOSC 13B40					
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) Conducts battery/platoon reconnaissance, selection, occupation, and defense of position areas, supervises firing battery personnel engaged in firing battery operations, maintenance and training. Lays the unit for direction of fire and verifies safe operation before and during fire.									
d. AREAS OF SPECIAL EMPHASIS Assist platoon leader in the planning preparation, and execution of collective training activities of the platoon. Rater: Lee.Jacobson@ S/R: Kevin.Larson@; Rev: Kenneth.Wagner@									
e. APPOINTED DUTIES Assistant Platoon Sergeant									
f. COUNSELING DATES				INITIAL 060312	LATER 060602	LATER 060914	LATER		
PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)									
a. ARMY VALUES. Check either "YES" or "NO". Comments are mandatory for "No" entries; optional for "Yes" entries.							YES NO		
<div style="display: flex; align-items: center; justify-content: center;"> <div style="text-align: center; margin-right: 20px;"> V A L U E S </div> <div style="text-align: center;"> Loyalty Duty Respect Selfless-Service Honor Integrity Personal Courage </div> </div>							YES	NO	
							1. LOYALTY: Bears true faith and allegiance to the U. S. Constitution, the Army, the unit, and other soldiers.	<input checked="" type="checkbox"/>	
							2. DUTY: Fulfills their obligations.	<input checked="" type="checkbox"/>	
							3. RESPECT/EO/EEO: Treats people as they should be treated.	<input checked="" type="checkbox"/>	
							4. SELFLESS-SERVICE: Puts the welfare of the nation, the Army, and subordinates before their own.	<input checked="" type="checkbox"/>	
							5. HONOR: Lives up to all the Army values.	<input checked="" type="checkbox"/>	
							6. INTEGRITY: Does what is right - legally and morally.	<input checked="" type="checkbox"/>	
							7. PERSONAL COURAGE: Faces fear, danger, or adversity (physical and moral).		<input checked="" type="checkbox"/>
Bullet comments									

RATED NCO'S NAME (Last, First, Middle Initial) + SHIVERS, ROBERT T. Robert.Shivers@		SSN 979-14-2866	THRU DATE 200702 +
PART IV (Rater) - VALUES/NCO RESPONSIBILITIES <div style="text-align: right; font-size: small; margin-top: -10px;"> <i>Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional.</i> </div>			
b. COMPETENCE o Duty proficiency; MOS competency o Technical & tactical; knowledge, skills, and abilities o Sound judgment o Seeking self-improvement; always learning o Accomplishing tasks to the fullest capacity; committed to excellence <div style="display: flex; justify-content: space-between; font-size: x-small;"> <div>EXCELLENCE (Exceeds std)</div> <div>SUCCESS (Meets std)</div> <div>NEEDS IMPROVEMENT (Some) (Much)</div> </div> <div style="display: flex; justify-content: space-between;"> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>	o Displays competency in MOS. o Continues education on after duty hours. o He is among the best.		
c. PHYSICAL FITNESS & MILITARY BEARING o Mental and physical toughness o Endurance and stamina to go the distance o Displaying confidence and enthusiasm; looks like a soldier <div style="display: flex; justify-content: space-between; font-size: x-small;"> <div>EXCELLENCE (Exceeds std)</div> <div>SUCCESS (Meets std)</div> <div>NEEDS IMPROVEMENT (Some) (Much)</div> </div> <div style="display: flex; justify-content: space-between;"> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>	<div style="display: flex; justify-content: space-between; border-bottom: 1px solid black; margin-bottom: 5px;"> APFT PASS 0612 HEIGHT/WEIGHT </div> o Always maintains outstanding standards above peers. o Score a 300 on last APFT.		
d. LEADERSHIP o Mission first o Genuine concern for soldiers o Instilling the spirit to achieve and win o Setting the example; Be, Know, Do <div style="display: flex; justify-content: space-between; font-size: x-small;"> <div>EXCELLENCE (Exceeds std)</div> <div>SUCCESS (Meets std)</div> <div>NEEDS IMPROVEMENT (Some) (Much)</div> </div> <div style="display: flex; justify-content: space-between;"> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>	o Displays strong leadership skills o Shows genuine concern for Soldiers		
e. TRAINING o Individual and team o Mission focused; performance oriented o Teaching soldiers how; common tasks, duty-related skills o Sharing knowledge and experience to fight, survive and win <div style="display: flex; justify-content: space-between; font-size: x-small;"> <div>EXCELLENCE (Exceeds std)</div> <div>SUCCESS (Meets std)</div> <div>NEEDS IMPROVEMENT (Some) (Much)</div> </div> <div style="display: flex; justify-content: space-between;"> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>			
f. RESPONSIBILITY & ACCOUNTABILITY o Care and maintenance of equipment/facilities o Soldier and equipment safety o Conservation of supplies and funds o Encouraging soldiers to learn and grow o Responsible for good, bad, right & wrong <div style="display: flex; justify-content: space-between; font-size: x-small;"> <div>EXCELLENCE (Exceeds std)</div> <div>SUCCESS (Meets std)</div> <div>NEEDS IMPROVEMENT (Some) (Much)</div> </div> <div style="display: flex; justify-content: space-between;"> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div>			
PART V - OVERALL PERFORMANCE AND POTENTIAL			
a. RATER. Overall potential for promotion and/or service in positions of greater responsibility. <div style="display: flex; justify-content: space-around; font-size: x-small;"> <div>AMONG THE BEST</div> <div>FULLY CAPABLE</div> <div>MARGINAL</div> </div> <div style="display: flex; justify-content: space-around;"> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> </div>	e. SENIOR RATER BULLET COMMENTS o Promote immediately. o Select for positions of higher responsibility.		
b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade. <u>Platoon Sergeant</u> <u>S-3 Operations</u> <u>Drill Sergeant</u>			
c. SENIOR RATER. Overall performance	d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.		
<div style="display: flex; align-items: center;"> <input checked="" type="checkbox"/> <div style="margin: 0 5px;">1</div> <input type="checkbox"/> <div style="margin: 0 5px;">2</div> <input type="checkbox"/> <div style="margin: 0 5px;">3</div> <input type="checkbox"/> <div style="margin: 0 5px;">4</div> <input type="checkbox"/> <div style="margin: 0 5px;">5</div> </div> <div style="display: flex; justify-content: space-between; font-size: x-small;"> Successful Fair Poor </div>	<div style="display: flex; align-items: center;"> <input checked="" type="checkbox"/> <div style="margin: 0 5px;">1</div> <input type="checkbox"/> <div style="margin: 0 5px;">2</div> <input type="checkbox"/> <div style="margin: 0 5px;">3</div> <input type="checkbox"/> <div style="margin: 0 5px;">4</div> <input type="checkbox"/> <div style="margin: 0 5px;">5</div> </div> <div style="display: flex; justify-content: space-between; font-size: x-small;"> Superior Fair Poor </div>		

NCO COUNSELING CHECKLIST/RECORD

For use of this form, see AR 623-205; the proponent agency is ODCSPER

NAME OF RATED NCO	RANK	DUTY POSITION	UNIT
Shrivers, Robert, T.	SSG	Gunnery Sergeant	Btry A, 1/87th DIVARTY

PURPOSE: The primary purpose of counseling is to improve performance and to professionally develop the rated NCO. The best counseling is always looking forward. It does not dwell on the past and on what was done, rather on the future and what can be done better. Counseling at the end of the rating period is too late since there is no time to improve before evaluation.

RULES:

1. Face-to-face performance counseling is mandatory for all Noncommissioned Officers.
2. This form is for use along with a working copy of the NCO-ER for conducting NCO performance counseling and recording counseling content and dates. Its use is mandatory for counseling all NCOs, CPL through CSM.
3. Active Component. Initial counseling must be conducted within the first 30 days of each rating period, and at least quarterly thereafter. Reserve Components (ARNG, USAR). Counseling must be conducted at least semiannually. There is no mandatory counseling at the end of the rating period.

CHECKLIST - FIRST COUNSELING SESSION AT THE BEGINNING OF THE RATING PERIOD

PREPARATION

1. Schedule counseling session, notify rated NCO.
 2. Get copy of last duty description used for rated NCO's duty position, a blank copy of the NCO-ER, and the names of the new rating chain.
 3. Update duty description (see page 2).
 4. Fill out rating chain and duty description on working copy of NCO-ER. Parts II and III.
 5. Read each of the values/responsibilities in Part IV of NCO-ER and the expanded definitions and examples on page 3 and 4 of this form.
 6. Think how each value and responsibility in Part IV of NCO-ER applies to the rated NCO and his/her duty position.
- Note: Leadership and training may be more difficult to apply than the other values/responsibilities when the rated NCO has no subordinates. Leadership is simply influencing others in the accomplishment of the mission and that can include peers and superiors. It also can be applied directly to additional duties and other areas of Army community life. Individual training is the responsibility of all NCOs whether or not there are subordinates. Every NCO knows something that can be taught to others and should be involved in some way in a training program.
7. Decide what you consider necessary for success (a meets standards rating) for each value/responsibility. Use the examples listed on pages 3 and 4 of this form as a guide in developing your own standards for success. Some may apply exactly, but you may have to change them or develop new ones that apply to your situation. Be specific so the rated NCO will know what is expected.
 8. Make notes in blank spaces in Part IV of NCO-ER to help when counseling.
 9. Record rated NCO's name, rank, duty position, and unit date on

COUNSELING

1. Make sure rated NCO knows rating chain.
2. Show rated NCO the draft duty description on your working copy of the NCO-ER. Explain all parts. If rated NCO performed in position before, ask for any ideas to make duty description better.
3. Discuss the meaning of each value/responsibility in Part IV of NCO-ER. Use the trigger words on the NCO-ER, and the expanded definitions on pages 3 and 4 of this form to help.
4. Explain how each value/responsibility applies to the specific duty position by showing or telling your standards for success (a meets standards rating). Use examples on pages 3 and 4 of this form as a start point. Be specific so the rated NCO really knows what's expected.
5. When possible, give specific examples of excellence that could apply. This gives the rated NCO something special to strive for. Remember that only a few achieve real excellence and that real excellence always includes specific results and often includes accomplishments of subordinates.
6. Give rated NCO opportunity to ask questions and make suggestions.

BEFORE THE NCO DEPARTS THE COUNSELING SESSION

1. Record counseling date on this form.
2. Write any additional key points that came up during the counseling session on this form.
3. Show key points to rated NCO and get his/her initials.
4. Save NCO-ER with this checklist for next counseling session.

CHECKLIST - LATER COUNSELING SESSIONS DURING THE RATING PERIOD

PREPARATION

1. Schedule counseling session, notify rated NCO, and tell him/her to come prepared to discuss what has been accomplished in each value/responsibility area.
2. Look at working copy of NCO-ER you used during last counseling session.
3. Read and update duty description. Especially note the area of special emphasis; the priorities may have changed.
4. Read again, each of the values/responsibilities in Part IV of NCO-ER and the expanded definitions and examples on pages 3 and 4 of this form; then think again, about your standards for success.
5. Look over the notes you wrote down on page 2 of this form about the last counseling session.

6. Think about what the rated NCO has done so far during this rating period (specifically, observed action, demonstrated behavior, and results).
7. For each value/responsibility area, answer three questions: First, what has happened in response to any discussion you had during the last counseling session? Second, what has been done well?; and Third, what could be done better?
8. Makes notes in blank spaces in Part IV of NCO-ER to help focus when counseling. (Use new NCO-ER if old one is full from last counseling session.)
9. Write key points to be made during the counseling session on this form.
10. Review Developmental Counseling in FM 22-100, appendix

<p>COUNSELING</p> <p>1. Go over each part of the duty description with rated NCO. Discuss any changes, especially to the area of special emphasis.</p> <p>2. Tell rated NCO how he / she is doing. Use your success standards as a guide for the discussion (the examples on pages 3 and 4 may help). First, for each value/responsibility, talk about what has happened in response to any discussion you had during the last counseling session (remember, observed action, demonstrated behavior and results). Second, talk about what was done well. Third, talk about how to do better. The goal is to get all NCOs to be successful and meet standards.</p> <p>3. When possible, give examples of excellence that could apply. This gives the rated NCO something to strive for, REMEMBER, EXCELLENCE IS SPECIAL, ONLY A FEW ACHIEVE IT! Excellence includes results and often involves subordinates.</p>	<p>4. Ask rated NCO for ideas, examples and opinions on what has been done so far and what can be done better. (This step can be done first or last).</p> <p>BEFORE THE NCO DEPARTS THE COUNSELING SESSION</p> <p>1. Record counseling date on this form.</p> <p>2. Write any additional key points that came up during the counseling session on this form. .</p> <p>3. Show key points to rated NCO and get his/her initials.</p> <p>4. Save NCO-ER with this checklist for next counseling session. (Notes should make record NCO-ER preparation easy at the end of the rating period).</p>
COUNSELING RECORD/KEY POINTS MADE	
INITIAL Comment.	
	DATE 060312 RATED NCO'S INITIALS RTS
LATER Comment.	
	DATE 060602 RATED NCO'S INITIALS RTS
LATER Comment.	
	DATE 060914 RATED NCO'S INITIALS RTS
LATER Comment.	
	DATE 061202 RATED NCO'S INITIALS RTS
DUTY DESCRIPTION (PART III of NCO-ER)	
<p>The duty description is essential to performance counseling and evaluation. It is used during the first counseling session to tell rated NCO what the duties are and what needs to be emphasized. It may change somewhat during the rating period. It is used at the end of the rating period to record what was important about the duties.</p> <p>The five elements of the duty description:</p> <p>1 & 2. Principal Duty Title and Duty MOS Code. Enter principal duty title and DMOS that most accurately reflects actual duties performed.</p> <p>3. Daily Duties and Scope. This portion should address the most important routine duties and responsibilities. Ideally, this should include number of people supervised, equipment, facilities, and dollars involved and any other routine duties and responsibilities critical to mission accomplishment.</p>	<p>4. Area of Special Emphasis. This portion is most likely to change somewhat during the rating period. For the first counseling session, it includes those items that require top priority effort at least for the first part of the upcoming rating period. At the end of the rating period, it should include the most important items that applied at any time during the rating period (examples are preparation for deployment, combined arms drills training for FTX, preparation for NTC rotation, revision of battalion maintenance SOP, training for tank table qualification, ITEP and company AMTP readiness, related tasks cross-training, reserve components annual training support (AT) and SIDPERS acceptance rate).</p> <p>5. Appointed Duties. This portion should include those duties that are appointed and are not normally associated with the duty description.</p>

VALUES/NCO RESPONSIBILITIES (PART IV of NCO-ER)	
<p>VALUES: Values tell us what we need to be, every day, in every action we take. Army values form the identity of America's Army, the solid rock upon which everything else stands. They are the glue that binds us together as members of a noble profession. They make the whole much greater than the sum of the parts. They are nonnegotiable: they apply to everyone all the time and in every situation. Part IVa of the NCO-ER includes these values. They are: Loyalty - Bears true faith and allegiance to the U.S. Constitution, the</p> <p>Duty - Fulfills their obligations. Respect - Treats people as they should be treated. Selfless-Service - Puts the welfare of the nation, the Army, and subordinates before their own. Honor - Lives up to all the Army values. Integrity - Does what's right - legally and morally. Personal Courage - Faces fear, danger, or adversity (physical and moral).</p>	
<p>Examples of standards for "YES" ratings:</p> <ul style="list-style-type: none"> • Put the Army, the mission and subordinates first before own personal interest. • Meet challenges without compromising integrity. • Personal conduct, both on and off duty, reflects favorably on NCO corps. • Obey lawful orders and do what is right without orders. • Choose the hard right over the easy wrong. • Exhibit pride in unit, be a team player. • Demonstrate respect for all soldiers regardless of race, creed, color, sex, or national origin. 	
<p>COMPETENCE: The knowledge, skills and abilities necessary to be expert in the current duty assignment and to perform adequately in other assignments within the MOS when required. Competence is both technical and tactical and includes reading, writing, speaking and basic mathematics. It also includes sound judgment, ability to weigh alternatives, form objective opinions and make good judgments.</p> <p>Closely allied with competence is the constant desire to be better, to listen and learn more and do each task completely to the best of one's ability. Learn, grow, set standards, and achieve them, create and innovate, take prudent risks, never settle for less than best. Committed to excellence.</p>	
<p>Examples of standards for "Success/Meets Standards" rating:</p> <ul style="list-style-type: none"> • Master the knowledge, skills and abilities required for performance in your duty position. • Accomplish completely and promptly those tasks assigned or required by duty position. • Constantly seek ways to learn, grow and improve. • Formulate and develop new ideas. 	<p>Examples of "Excellence":</p> <ul style="list-style-type: none"> • Picked as SSG to be a platoon sergeant over twelve other SSGs. • Maintained SIDPERS rating of 98% for six months. • Selected best truck master in annual battalion competition. • Designated Installation Drill Sergeant of Quarter. • Exceeded recruiting objectives two consecutive quarters. • Awarded Expert Infantryman Badge (EIB).
<p>PHYSICAL FITNESS AND MILITARY BEARING: Physical fitness is the physical and mental ability to accomplish the mission - combat readiness. Total fitness includes weight control, diet and nutrition, smoking cessation, control of substance abuse, stress management, and physical training. It covers strength, endurance, stamina, flexibility, speed, agility, coordination and balance. NCOs are responsible for their own physical fitness and that of their</p> <p>subordinates. Military Bearing consists of posture, dress, overall appearance, and manner of physical movement. Bearing also includes an outward display of inner-feelings, fears, and overall confidence and enthusiasm. An inherent NCO responsibility is concern with the military bearing of the individual soldier, to include on-the-spot corrections.</p>	
<p>Examples of standards for "Success/Meets Standards" rating:</p> <ul style="list-style-type: none"> • Maintain weight within Army limits for age and sex. • Obtain passing score in APFT and participate in a regular exercise program. • Maintain personal appearance and exhibit enthusiasm to the point of setting an example for junior enlisted soldiers. • Monitor and encourage improvement in the physical and military bearing of subordinates. 	<p>Examples of "Excellence":</p> <ul style="list-style-type: none"> • Received Physical Fitness Badge for 292 score on APFT. • Selected soldier of the month/quarter/year. • Three of the last four soldiers of the month were from his/her platoon. • As Master Fitness Trainer, established battalion physical fitness program. • His entire squad was commended for scoring above 270 on APFT.

NCO COUNSELING CHECKLIST/RECORD <small>For use of this form, see AR 623-205; the proponent agency is ODCSPER</small>			
NAME OF RATED NCO	RANK	DUTY POSITION	UNIT
Shrivers, Robert, T.	SSG	Gunnery Sergeant	Btry A, 1/87th DIVARTY
<p>PURPOSE: The primary purpose of counseling is to improve performance and to professionally develop the rated NCO. The best counseling is always looking forward. It does not dwell on the past and on what was done, rather on the future and what can be done better. Counseling at the end of the rating period is too late since there is no time to improve before evaluation.</p> <p>RULES:</p> <ol style="list-style-type: none"> 1. Face-to-face performance counseling is mandatory for all Noncommissioned Officers. 2. This form is for use along with a working copy of the NCO-ER for conducting NCO performance counseling and recording counseling content and dates. Its use is mandatory for counseling all NCOs, CRL through CSM. 3. Active Component. Initial counseling must be conducted within the first 30 days of each rating period, and at least quarterly thereafter. Reserve Components. (ARNG, USAR). Counseling must be conducted at least semiannually. There is no mandatory counseling at the end of the rating period. 			
CHECKLIST - FIRST COUNSELING SESSION AT THE BEGINNING OF THE RATING PERIOD			
<p>PREPARATION</p> <ol style="list-style-type: none"> 1. Schedule counseling session, notify rated NCO. 2. Get copy of last duty description used for rated NCO's duty position, a blank copy of the NCO-ER, and the names of the new rating chain. 3. Update duty description (see page 2). 4. Fill out rating chain and duty description on working copy of NCO-ER. Parts II and III. 5. Read each of the values/responsibilities in Part IV of NCO-ER and the expanded definitions and examples on page 3 and 4 of this form. 6. Think how each value and responsibility in Part IV of NCO-ER applies to the rated NCO and his/her duty position. <p><small>Note: Leadership and training may be more difficult to apply than the other values/responsibilities when the rated NCO has no subordinates. Leadership is simply influencing others in the accomplishment of the mission and that can include peers and superiors. It also can be applied directly to additional duties and other areas of Army community life. Individual training is the responsibility of all NCOs whether or not there are subordinates. Every NCO knows something that can be taught to others and should be involved in some way in a training program.</small></p> <ol style="list-style-type: none"> 7. Decide what you consider necessary for success (a meets standards rating) for each value/responsibility. Use the examples listed on pages 3 and 4 of this form as a guide in developing your own standards for success. Some may apply exactly, but you may have to change them or develop new ones that apply to your situation. Be specific so the rated NCO will know what is expected. 8. Make notes in blank spaces in Part IV of NCO-ER to help when counseling. 9. Record rated NCO's name, rank, duty position, and unit date on 		<p>COUNSELING</p> <ol style="list-style-type: none"> 1. Make sure rated NCO knows rating chain. 2. Show rated NCO the draft duty description on your working copy of the NCO-ER. Explain all parts. If rated NCO performed in position before, ask for any ideas to make duty description better. 3. Discuss the meaning of each value/responsibility in Part IV of NCO-ER. Use the trigger words on the NCO-ER, and the expanded definitions on pages 3 and 4 of this form to help. 4. Explain how each value/responsibility applies to the specific duty position by showing or telling your standards for success (a meets standards rating). Use examples on pages 3 and 4 of this form as a start point. Be specific so the rated NCO really knows what's expected. 5. When possible, give specific examples of excellence that could apply. This gives the rated NCO something special to strive for. Remember that only a few achieve real excellence and that real excellence always includes specific results and often includes accomplishments of subordinates. 6. Give rated NCO opportunity to ask questions and make suggestions. 	
BEFORE THE NCO DEPARTS THE COUNSELING SESSION			
<ol style="list-style-type: none"> 1. Record counseling date on this form. 2. Write any additional key points that came up during the counseling session on this form. 3. Show key points to rated NCO and get his/her initials. 4. Save NCO-ER with this checklist for next counseling session. 			
CHECKLIST - LATER COUNSELING SESSIONS DURING THE RATING PERIOD			
<p>PREPARATION</p> <ol style="list-style-type: none"> 1. Schedule counseling session, notify rated NCO, and tell him/her to come prepared to discuss what has been accomplished in each value/responsibility area. 2. Look at working copy of NCO-ER you used during last counseling session. 3. Read and update duty description. Especially note the area of special emphasis; the priorities may have changed. 4. Read again, each of the values/responsibilities in Part IV of NCO-ER and the expanded definitions and examples on pages 3 and 4 of this form; then think again, about your standards for success. 5. Look over the notes you wrote down on page 2 of this form about the last counseling session. 		<ol style="list-style-type: none"> 6. Think about what the rated NCO has done so far during this rating period (specifically, observed action, demonstrated behavior, and results). 7. For each value/responsibility area, answer three questions: First, what has happened in response to any discussion you had during the last counseling session? Second, what has been done well?; and Third, what could be done better? 8. Make notes in blank spaces in Part IV of NCO-ER to help focus when counseling. (Use new NCO-ER if old one is full from last counseling session.) 9. Write key points to be made during the counseling session on this form. 10. Review Developmental Counseling in FM 22-100, appendix 	